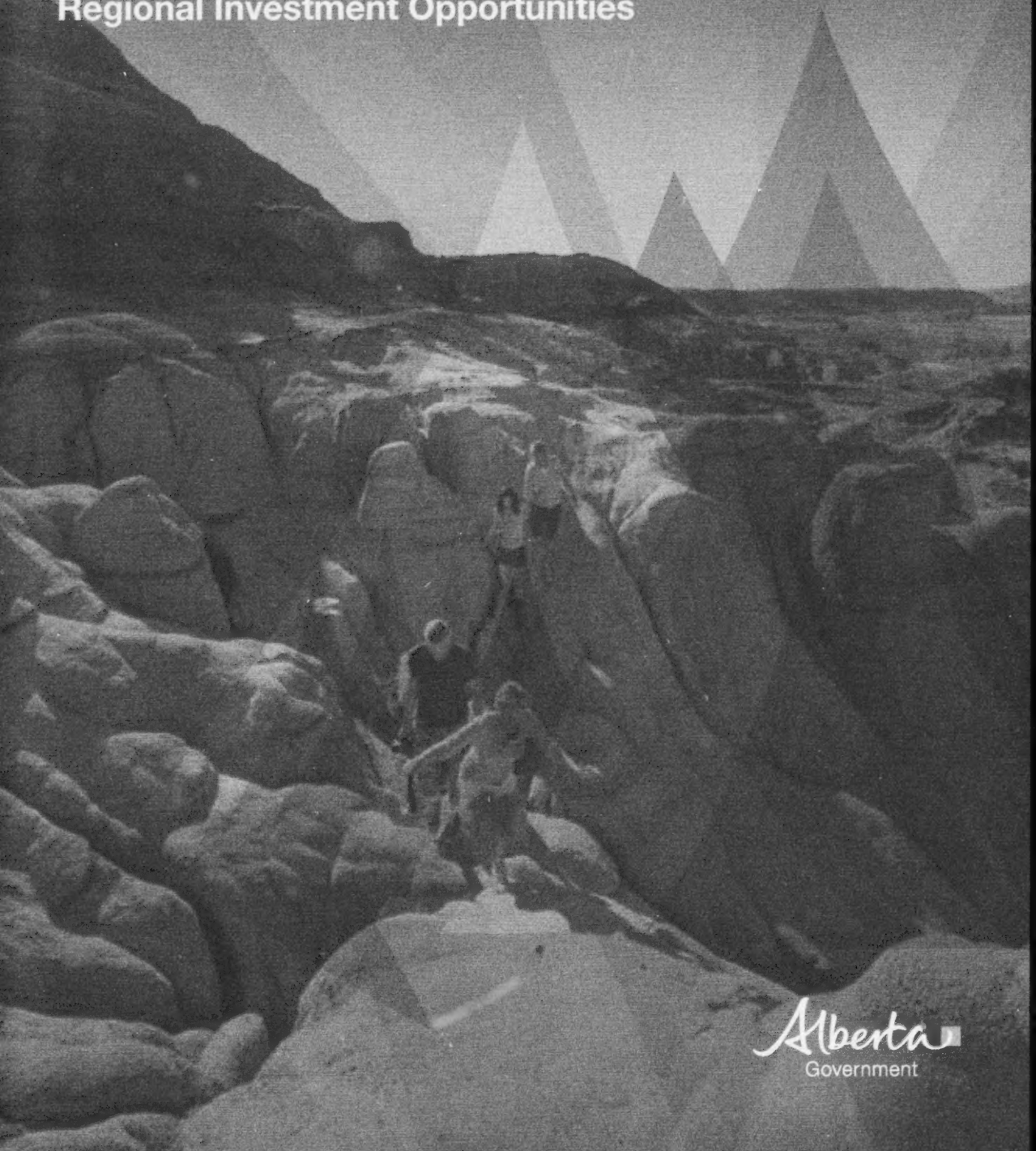


# 2014 Tourism Investment Forum

Regional Investment Opportunities







# Introduction

Alberta is a world-class tourist destination, attracting over 33 million visits that contributed to more than 7 billion dollars to our economy in 2012. With vibrant and modern urban cities, four-season destinations and a diversity of iconic attractions, Alberta offers many lucrative tourism opportunities in a destination that must be experienced.

Alberta's Tourism Framework supports and focuses the tourism industry by creating compelling, authentic tourism experiences that will grow Alberta as a leading tourism destination. It actively encourages entrepreneurial investment in traveller-focused development of innovative tourism experiences, destination renewal, and new destination areas through new collaborative

partnerships with regions, communities and industry stakeholders. This approach will create and enhance traveller-focused experiences around the province by identifying and prioritizing areas holding high tourism value.

Our spectacular surroundings, diverse economy, and commitment to the growth of tourism make Alberta an ideal place to invest. The Alberta Government works with communities, developers, and the financial community to encourage and facilitate investor interest and involvement in Alberta's tourism industry.

Let us assist you in capitalizing upon investment opportunities in Alberta's tourism industry.







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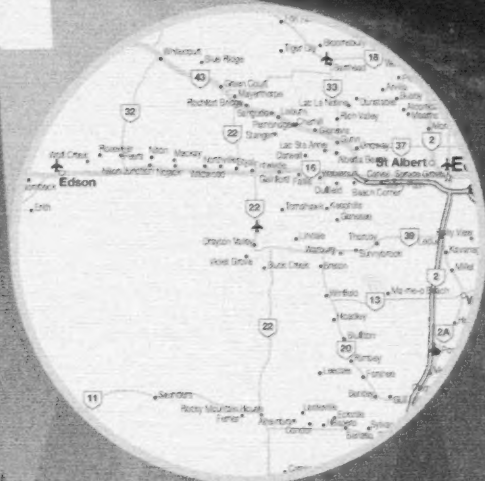
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## Lodge/Cabin Development and RV Campground



## Site

Located adjacent to the Brazeau Reservoir, the site encompasses 203 acres. Major transportation arteries in Brazeau County include Highways 22 and 39. The paved secondary Highway 620 links Brazeau County to Highway 11 and the David Thompson Corridor, greatly improving access to the proposed development site.

## Market Attraction

Brazeau County is located in west central Alberta, 90 minutes southwest of Edmonton. The Rocky Mountains, including Jasper and Banff national parks, are located three hours to the west. Brazeau County is also situated halfway between Grande Prairie in the north and Calgary in the south. The primary economic drivers in Brazeau County are oil and gas, forestry and agriculture. Tourism is growing in Brazeau County with more people coming from surrounding metro areas for wilderness getaways.

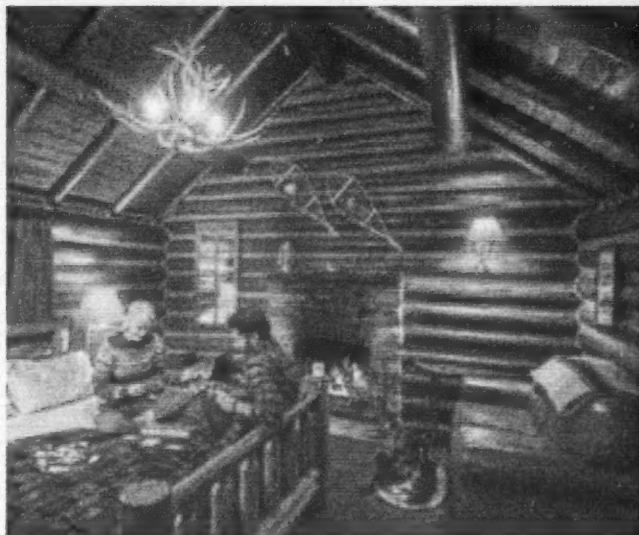
The largest municipality within Brazeau County is the Town of Drayton Valley. Drayton Valley and Brazeau County have a combined population of 14,250. The tourism trading area for the County covers communities within a two-hour drive. This includes Edmonton, Red Deer and the surrounding areas, resulting in a potential tourism market estimated at one million people.

With its extensive boreal forest and Crown land, Brazeau County offers visitors a wilderness experience with numerous opportunities to fish, swim, ride, camp, hike, or bird watch. The North Saskatchewan River and Pembina River flow through this area and, in combination with the Brazeau Reservoir Provincial Recreation Area, offer a range of water-based recreational opportunities. Brazeau County is home to Eagle Point Provincial Park and Blue Rapids Provincial Recreation Area, which encompasses 56 square kilometres along both sides of the North Saskatchewan River Valley. The designated off highway vehicles (OHV) trails located within Blue Rapids Provincial Recreation Area would appeal to the numerous OHV owners within the Edmonton area.

All-terrain vehicles (ATVs) are becoming increasingly popular for adventure tourism, recreational trail riding and camping. Canada is one of the largest ATV markets in the world per capita, and Alberta is leading the provinces with more than 22,000 sold annually — that is 25 per cent of the total purchased across Canada. More than 2.5 million Canadians now ride ATVs and at least 850,000 own one.

Snowmobiling has increased dramatically over the past three decades in Alberta. According to a recent economic impact assessment, the total direct spending attributed to snowmobiling in Alberta was \$366 million. Seventy per cent of this total figure was attributed to tourism activity, including over \$75 million for accommodation, while 30 per cent was spent on capital expenditures (snowmobile equipment and accessories).

Based on the "Recreational Vehicle Camping in Alberta: A Demand and Supply Side Perspective" study, camping is one of the most popular leisure activities among Albertans. More than 40 per cent of Albertans take part in overnight camping as a leisure activity and more than three-quarters of camping is done using an RV. Alberta has one of the highest rates of RV ownership in North America, with 18 per cent of households owning an RV, and more than \$298 million was spent in the province on camping related trip expenditures.



Approximately \$800 million is spent on RV purchases in Alberta each year, representing about one-quarter of all RV sales in Canada. More than 20,000 new RV units are sold annually in Alberta. Forecasts suggest participation in RV camping will be stronger than ever over the coming years given the affordability of camping, and the heavy existing investment in RV ownership.

## Financial Information

The Alberta Government commissioned a high-level assessment of investment opportunities for Brazeau County, which indicated that the total investment for a lodge and cabin development on the Commercial Tourism Development Node adjacent to the Brazeau Reservoir would be an estimated \$13.5 million. The development opportunity would consist of 25 to 40 cabins along with a 10-room central lodge that features a store, restaurant, gift shop, and staff accommodation.

The same report indicated the total project investment for a 150-serviced RV campground site would be an estimated \$9.7 million. This proposed project would also be located on the Commercial Tourism Development Node adjacent to the Brazeau Reservoir. These sites would be available to rent on a seasonal, monthly and overnight basis, and would include amenities such as water, power, and communication services. The RV campground could be developed to include a beach area, boat launch, sanitary RV dump, and RV storage.

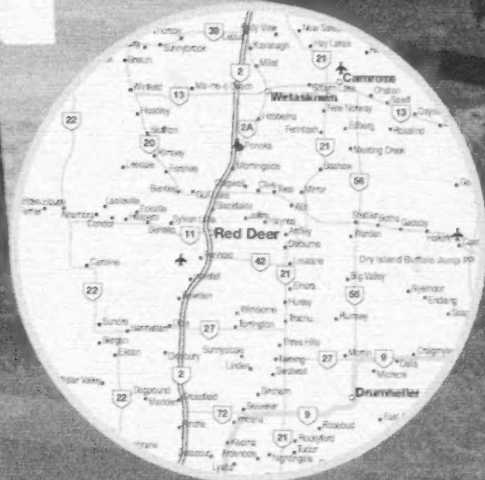
The report also indicates that there is sufficient demand in the Edmonton area and across Alberta to support the lodge and cabins as conceived, assuming proper marketing. If the destination concept is fully developed, branded and aggressively marketed, the report suggests that out-of-province visitors might be interested in the attraction.

The report is not intended to be a feasibility study and is available to investors for additional information.



# Lacombe County

## RV Park Expansion



The Summerland Leisure Park, located in Gull Lake, is seeking parties interested in purchasing and expanding current operations in order to meet the growing demand from recreational vehicle (RV) travellers.

Summerland currently offers 31 fully serviced RV sites and 10 unserviced (overflow) sites. It features the largest 18-hole mini-golf course in central Alberta along with a 375-yard driving range. On site amenities also include a club house, shower and laundry facilities, along with a children's playground and a small, licensed concession.

The expansion could see capacity grow by an additional 40 RV sites. There is also potential for new attractions including a children's mini-golf course or a more challenging nine to 18-hole mini-golf course for adults. The current location offers further opportunities to develop facilities for recreational activities such as a frisbee disc course, splash park, and walking and biking trails throughout the property. Bike rental services and expansion of the existing licensed concession are also potential options.

## Site

Summerland Leisure Park is situated on the south end of Gull Lake, on Highway 12 and Range Road 282, between Bentley and Lacombe. The Summer Village of Gull Lake is directly north. Summerland is located approximately one and a half to two hours from both Calgary and Edmonton and less than half an hour from Red Deer.

Its proximity to Bentley (8 kilometres), Lacombe (14 kilometres) and Blackfalds (23 kilometres) provides convenient access to the area's historic sites, shopping and farmer's markets. Nearby recreational activities also include golf, soccer, ball diamonds for softball and baseball, and skateboarding.

Aspen Beach Provincial Park is located two kilometres away and offers visitors access to a public beach with picnic area and boat launch. The beach is easily accessible through an existing walking and biking trail from the Summer Village of Gull Lake.

The 22-acre facility comprises eight undeveloped acres that could potentially be available for the additional RV sites and the development of new visitor attractions. Rezoning of the land and development permit(s) may be required. Further investigation and consultation with Lacombe County, the Alberta Government, current owners and other relevant parties would be required.

## Market Attraction

Summerland Leisure Park is popular among families and seniors, largely from Edmonton, Calgary, Airdrie, Strathmore and Sherwood Park. It also attracts visitors from the U.S. journeying through Alberta from or to Alaska. In 2014, the facility welcomed an increased number of travellers from the Netherlands. Other RV parks and campgrounds around Gull Lake also reported an overall increase in visitation this past season. The area surrounding Gull Lake is considered a prime location not just for vacationers but also for residents seeking lakeside properties.

The proposed expansion and new attractions would appeal to these potential target markets:

- Summer season, independent leisure travellers primarily from Alberta, British Columbia, other Canadian provinces, as well as a smaller percentage of visitors from the U.S. (particularly Alaska) and other international markets.



- Outdoor recreation enthusiasts primarily from Alberta and British Columbia wanting to take advantage of recreational opportunities in Lacombe County and the surrounding region.

New and expanded attractions could enhance Summerland's appeal as a destination for family reunions, and small corporate groups and retreats. The additional supply of RV sites could meet unsatisfied demand which cannot be accommodated due to the high level of demand during the summer months. The park's proximity to attractions in the region could encourage visitors to extend their overnight stays in the area.

## Financial Information

The current owners, who have been operating the facility for seven years, are interested in selling the operation with an opportunity to expand operations to include 40 new RV sites and the development of new visitor attractions. Property acquisition costs are estimated at \$1.2 million. The facility (RV Park) operates from May 1 to Thanksgiving while the mini-golf course and driving range operates from May 1 to September 30 (weather dependant).

The capital cost for the development of the 40 new RV sites is estimated at \$400,000. The capital costs associated with the development of new attractions on the site will vary according to future use.

## Summerland Leisure Park

### Seasonal Occupancy

60 - 90%

### Average Daily RV Rate

\$39 - 44

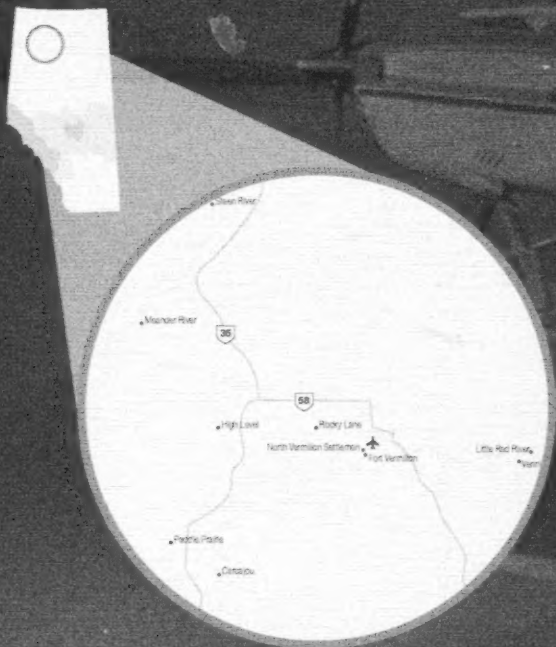
### Total Revenues

(Includes expanded RV park, existing mini golf and driving range) (Years 1 to 5)

\$275 - 350K

# Mackenzie County

## Tourism Development



An opportunity exists to purchase and capitalize on a large property that is available in Mackenzie County. The property could be used for various opportunities including development of fixed roof accommodation, RV camping, and supporting amenities that would appeal to visitors seeking outdoor recreational and cultural experiences. The property is adjacent to Highway 88 and offers access to a range of tourism experiences involving sports hunting and fishing, ecotourism, historical and cultural tours, cross-country skiing, numerous water

sports and heli-tours. Located near the outskirts of Fort Vermilion, the property has potential to be developed and used for various tourism development opportunities due to its proximity to the Peace River and 18 hour days in the summer. Further discussions with Mackenzie County and the Province could provide an overview of the developmental possibilities. Partnering with the neighboring First Nation communities could potentially provide additional tourism development opportunities.



## Site

The site is directly accessible north or south via Highway 88 or by private plane and helicopter. The property boasts 1,280 acres of pristine rural property with a main home, a barn, and storage and bunkhouse facilities, with half of the land available for other development. The property features one kilometre of highway frontage and is amenable to a high-end residential subdivision. The area is aligned with the most concentrated flight path of migratory game birds and the northern lights viewed from this location have attracted scientists from various countries.

There are four heli-pads on-site with water and power, offering both tourism and emergency evacuation service, and there is a significant trail network to accommodate seasonal activities, including cross-country skiing and ATV use. There is ample opportunity for bird watching, wildlife viewing and other related nature-based tourism activities.

## Market Attraction

Tourists fond of historical, cultural and ecotourism opportunities; as well as all-season outdoor recreation and sports enthusiasts, or those wanting a health or spiritual retreat experience would be potential markets for experiences and services that are developed. There is a diverse range of soft adventure tourism experiences



found in the region. Opportunities include community tours, river excursions, sports and recreational outings, helicopter tours, northern lights vistas and various cultural experiences. The relaxed country setting offers multiple revenue streams as diverse as the developer's vision and imagination.

## Financial Information

Additional development costs will vary according to future use. Future revenues will be dependent on the new management's vision, the land's future use and diversity of revenue streams from potential tourism development that occurs.



Mighty Peace Region

# Municipal District of Peace

## Specialty Lodge Development



An opportunity exists in the Municipal District of Peace for the development of a multi-season specialty lodge along the historic Shafesbury Trail, which lies along the Peace River. The trail is a popular route that offers travellers various scenic views, rest spots, and access to historic sites and attractions. The proposed development would feature a central lodge and surrounding cabins offering up to 15 rooms. Its close proximity to the Peace River Valley would create a unique experience for visitors.

It is envisioned that the central lodge would contain five or more rooms, a high quality dining facility, a space for social gatherings, and creation of internal building spaces and decks to allow for full enjoyment of the Peace River views. The addition of strategically located, one or two storey cabins that are connected to the central lodge by a rustic pathway system could also be designed to capitalize upon views of the river. The proposed opportunity could involve the development of new buildings, the renovation of an existing building complex or a combination of both.

## Site

The proposed development would be located further to the west along the Shaftesbury Trail. The precise location of the lodge should ideally provide visitors with year-round vehicle access and the best views of the Peace River. The land surrounding the trail is known as the Shaftesbury Settlement. This area contains lands that include agricultural, Crown land and county residential districts. Potential development locations may require further investigation and consultations with the Alberta Government, the Municipal District and respective land owner(s).

## Market Attraction

The proposed lodge could draw tourists from Alberta, other Canadian provinces, the United States and overseas who are interested in the natural attributes of the Peace River Valley and its proximity to the town of Peace River. The growing baby boomer market for road trips and vacations provides a potential opportunity for a specialty lodge.

Target markets for this opportunity potentially comprise of the following:

- Provincial, national and international tourism markets;
- Couples and adults aged 55 and up;
- Younger urban couples;
- Weekend getaway/spa market from major urban centres within the regional trade area; and
- Meetings and special event markets.

Activities that could be marketed to potential target groups include cultural and historical tourism, Aboriginal tourism, nature and adventure tourism, as well as agri-tourism.

## Financial Information

The capital costs for the lodge development are estimated at nearly \$4 million, inclusive of new and/or renovated space equivalent to approximately 800 square feet per room (including common areas, restaurant space, and other ancillary space) and additional infrastructure costs. Costs based on necessary water, electrical and sanitary hook-up, furniture, fixtures and equipment, design and soft costs, and pre-opening, marketing and logistical costs are also included.

The lodge could be operated during the summer and shoulder season from June to October (Option 1) or operated year round (Option 2).

## Specialty Lodge Development

### Option 1: Capital Requirements (5 month operating season)

**\$3.97 M**

#### Effective Seasonal Occupancy Rate

**75%**

#### Average Daily Rate

**\$220**

#### Total Revenues (Years 1 to 5)

**\$585 - 659 K**

#### Net Operating Income Before Debt (Years 1 to 5)

**\$120 - 135 K**

### Option 2: Capital Requirements (12 month operating season)

**\$3.97 M**

#### Effective Seasonal Occupancy Rate

**60%**

#### Average Daily Rate

**\$110**

#### Total Revenues (Years 1 to 5)

**\$796 - 896 K**

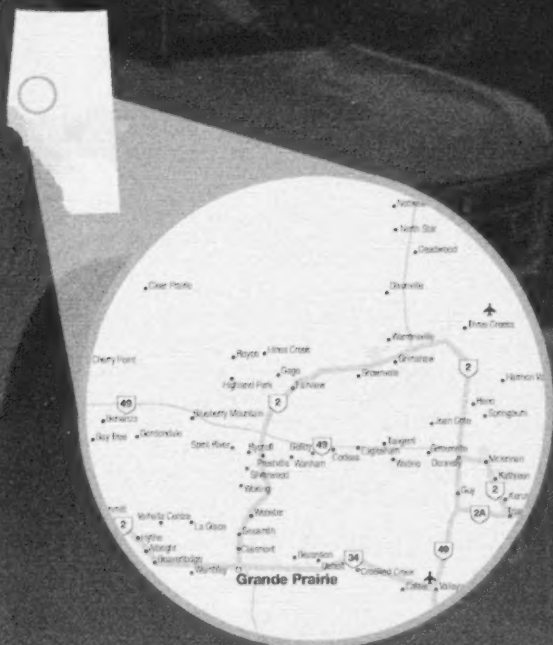
#### Net Operating Income Before Debt (Years 1 to 5)

**\$186 - 209 K**



# Municipal District of Fairview

## RV and Tent Campground Expansion



The area adjacent to Dunvegan Provincial Park presents an opportunity for further development of RV camping and tenting site, and related amenities. Dunvegan is a designated provincial historic site of Alberta, spanning approximately 23 acres of land bordering the Peace River. The park is home to 67 serviced campsites, historic site tours, a visitor centre, trails, and day use area. Recreational opportunities include canoeing, kayaking, fishing, power boating and wildlife viewing. The proposed expansion would feature 30 new RV sites and 30 tent camping sites to respond to the growing demand for tourist accommodations.

### Site

Dunvegan Provincial Park is located in the Municipal District of Fairview. Certain constraints make the area north of the park limited in terms of potential site development. However, the extension of nearby Township Road 801A could provide suitable road access to potential site(s) for the campground expansion. The area east of the park is home to Dunvegan Gardens, one of the area's tourism assets. Land to the west of the park and the Peace River Suspension Bridge includes a municipal park, an Aboriginal encampment, the historic Factor's House, historic cemetery, and two privately owned properties.

Further investigations and consultations with the Government of Alberta, the Municipal District of Fairview and respective land owner(s) would be required to identify viable parcels of land for the proposed development.



## Market Attraction

Dunvegan Park continues to be an important tourist attraction. The park also comprises Historic Dunvegan, a provincial historic site, and one of Alberta's earliest fur trade and missionary posts. It is also the site of the Peace River Suspension Bridge, the only bridge of its kind in Alberta.

Dunvegan Provincial Park draws RV travellers and regional overnight campers from northern Alberta (including daily and longer-term rentals). The number of these visits has grown significantly, which could result in potential unmet demand during the summer camping season.

Target demographics are broad, catering to both families and older couples seeking historical, cultural and nature-based experiences.

## Financial Information

The capital cost for the development of the 30 RV and 30 tent camping sites is estimated at nearly \$3 million, or approximately \$49,555 per site. The capital cost is based on the development of a high quality RV campground and tent camping facility (e.g. development of paved as opposed to gravel RV sites).

Capital requirements are inclusive of site infrastructure costs (including paving of the existing access road to connect Dunvegan Provincial Park to the proposed development zone, and the building of a picnic area), base building construction costs (including central washroom facility), design and soft costs, and furniture, fixtures and equipment.

## RV and Tent Campground Expansion

### Capital Requirements

**\$2.97 M**

**Effective Seasonal Occupancy Rate**  
(based on 5 month operating season)

**82%**

**Total Revenues**  
(Years 1 to 5)

**\$269 - 303 K**

**Average Rate**

RV Park short term (daily) / RV Park long term  
(weekly/monthly) / Tent sites

**\$42 / \$32 / \$28**

**Net Operating Income Before Debt**  
(Years 1 to 5)

**\$106 - 120 K**

SOURCE: MIGHTY PEACE TOURISM INVESTMENT OPPORTUNITIES ASSESSMENT (2015)

Mighty Peace Region

# Clear Hills County

## Hostel Development



Whispering Pines Ski Hill, located in Clear Hills County, is one of three ski hills within the Mighty Peace region. There is significant potential to expand Whispering Pines Ski Hill into a full service regional resort, beginning with the development of fixed-roof accommodation to attract overnight regional visitors from Alberta and British Columbia.

The proposed expansion plan would start with the development of a 30 room, hostel-style lodge (based on double occupancy) and five group dormitory rooms. Complementing

the expansion plan are proposed upgrades to the ski hill's existing restaurant and food service facilities to serve the overnight market. Related site work and infrastructure development as well as road access to the new hostel would also be required.

There is also a potential long term opportunity to develop a subdivision of serviced recreational residential lots for rent or ownership. Key to the success of these opportunities would be the convenience of ski-in/ski-out privileges.



## Site

Whispering Pines Ski Hill is managed by the Worsley Clear Hills Club. It currently has 19 runs ranging from beginner to expert level. Further amenities and services on the hill include a chalet, rental shop, ski and snowboard school, and ski patrol.

The ski hill is situated on Crown land and is currently operating under a 25 year lease with the Government of Alberta. The surrounding area of the ski hill is also Crown land. Site development options will require further investigation and consultation with the Government of Alberta, Clear Hills County and relevant landowner(s).

## Market Attraction

The limited availability of local accommodations provides an opportunity to develop an overnight market for Whispering Pines. Potential development of commercial, fixed roof accommodations would serve existing demand and stimulate additional demand for the ski hill. Currently, the operating season is from November to April.

Target markets include visitors from the Peace River region and Grande Prairie. Visitors from northeast British Columbia also represent an important draw for Whispering Pines. The facilities at the ski hill have not yet been developed to maximize the potential of this regional market.

If there is sufficient volume during the summer months, the resort could also appeal to the recreation/adventure tourism market for summer based activities.



## Financial Information

The capital costs for the expansion are estimated at approximately \$4.6 million. The expansion includes the development of a 30 room, hostel-style lodge (approximately 400 square feet per room) and five dormitories (approximately 1,000 square feet per dorm). The proposed hostel would not have a restaurant but would be serviced by the existing facilities on-site.

Capital requirements are inclusive of site infrastructure costs, base building hard construction costs, design and soft costs; and furniture, fixtures and equipment.

## Hostel Development

### Capital Requirements

**\$4.6 M**

**Effective Seasonal Occupancy Rate**  
(combined rooms and dormitories)

**61%**

**Average Daily Rate**  
Rooms / Dormitories

**\$100 / \$300**

**Total Revenues**  
(Years 1 to 5)

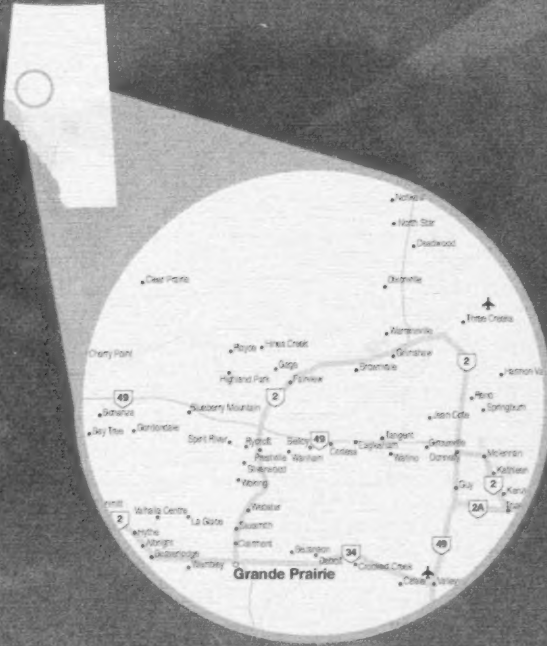
**\$565 - 636 K**

**Net Operating Income Before Debt**  
(Years 1 to 5)

**\$276 - 311 K**

# Saddle Hills County

## Municipal and Tourism Hub Development



The Municipal District of Saddle Hills County owns 160 acres of land around Highway 49 and the Spirit River Airport. Aside from the County's municipal office, the remaining land is potentially available for sale for private sector development.

Saddle Hills County has identified a wide range of potential uses for the remaining land that could act as major sources of economic stimulus in the area. Proposed features that could potentially support the County's vision of becoming a municipal and destination hub include the development of the following:

- Tourism centre;
- Retail and commercial space;
- Gallery;
- Farmers market;
- Visitor centre;
- Education centre;
- Conference facility;

- Greenhouse;
- Family, youth and seniors activity and recreational facilities;
- Luxury RV park, overflow RV drive and park;
- Hotel with spa and indoor pool;
- Restaurant; and
- Centre for excellence.

It is envisioned that the first phase of the County's tourism hub proposal would feature potential development of a truck stop and a limited service hotel. The proposed truck stop would comprise a truck and passenger car gas station, washrooms and showers, full service restaurant and retail shop, as well as associated parking and infrastructure development.

In addition, a visitor centre could be established as part of the leased space or otherwise co-located with the restaurant and retail services.

A branded, limited service hotel (50 rooms) could be built in the short or medium term following the development of the proposed truck stop, completion of the county's municipal building and potentially other retail development in the area. The proposed hotel would offer amenities including a general breakfast-seating area, business centre and recreational amenities such as a fitness centre. Restaurant service could be provided through the proposed truck stop or through food services located nearby.

## Site

The proposed location for development is owned by Saddle Hills County and is currently designated as agricultural district. The development of a truck stop and hotel is potentially considered to be a discretionary use on this land. Further investigation and consultations with the County would be required.

The site is in proximity to the Deh Cho Travel Connection<sup>1</sup> and to Moonshine Lake Provincial Park, offering potential to develop a range of traveller experiences and services.

## Market Attraction

The initial target markets will include business and leisure-based travellers as well as regional residents en route to other destinations in the area for recreation, leisure or business purposes.

The target markets for the proposed truck stop and hotel may evolve with the addition of other destination tourism experiences and services in Saddle Hills County (e.g. conference facility, farmers market, and activity and recreation facilities).

## Financial Information

The capital cost for the proposed truck stop is estimated at \$3 million, inclusive of site infrastructure costs, base building hard construction costs, design and soft costs and tenant improvement costs. The capital requirements are based on the development of a 12 pump gas bar, retail outlet, service shop and restaurant. The truck stop site would require an estimated three acres of land.

The capital costs for the proposed hotel are estimated at nearly \$5.3 million, inclusive of site infrastructure costs, base building hard construction costs, design and soft costs, and furniture, fixtures and equipment. The hotel site area would require an estimated 2.5 acres of land, sufficient to accommodate a 50 room hotel. With a construction cost estimate of \$157 per square foot, the capital cost per room would be \$105,320.

<sup>1</sup> The Deh Cho Travel Connection is a route that spans approximately 1,800 kilometres and links the Mackenzie, Liard and Alasca Highways in northern Canada. The route travels across the grasslands of the Peace River region, through the boreal forests and along the mountainous landscapes of the Mackenzie and Canadian Rocky mountains.

## Municipal and Tourism Hub Development

### Truck Stop: Capital Requirements

**\$3.1 M**

### Effective Seasonal Occupancy Rate

60%

### Average Daily Rate

\$110

### Total Revenues (Years 1 to 5)

**\$2.3 - 2.6 M**

### Net Operating Income Before Debt (Years 1 to 5)

**\$224 - 252 K**

### Hotel: Capital Requirements (50 rooms)

**\$5.3 M**

### Effective Seasonal Occupancy Rate

**60%**

### Average Daily Rate

**\$110**

### Total Revenues (Years 1 to 5)

**\$1.2 - 1.4 M**

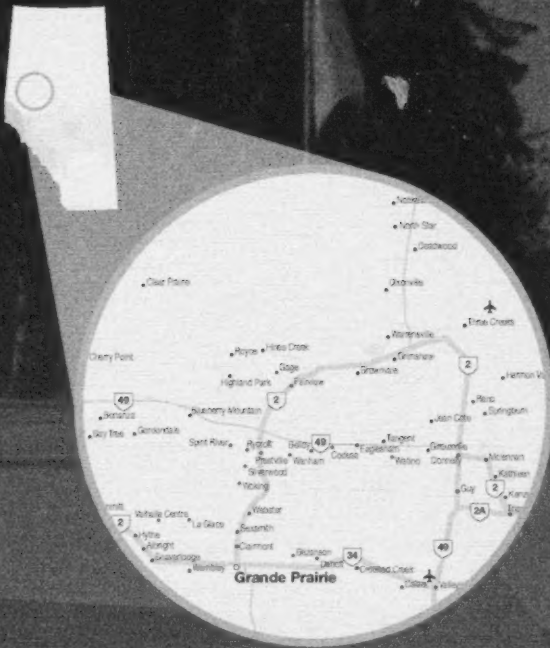
### Net Operating Income Before Debt (Years 1 to 5)

**\$355 - 378 K**



# Mighty Peace Region

## Golf Course Expansion



The Mighty Peace Region is home to 10 golf courses, only one of which offers an 18-hole facility. This provides a long term opportunity to expand one of the existing 9-hole golf courses to an 18-hole facility, particularly one that represents the most significant potential for expansion. It is anticipated that the investment for this expansion would mainly

involve the development of additional fairways and greens. However, enhancement of existing facilities to accommodate additional services may also be required, including expansion of existing clubhouse and other ancillary services such as RV campgrounds, fixed roof accommodations and recreational residential sub-divisions.

## Site

Land use approvals may vary depending on the proposed location of the golf course expansion. Further investigation and consultations with the Government of Alberta, relevant municipalities and landowner(s) would be required when assessing each potential location and its specific regulatory, land use and ownership restrictions, including potential to develop recreational residential subdivisions as part of a larger golf course community.

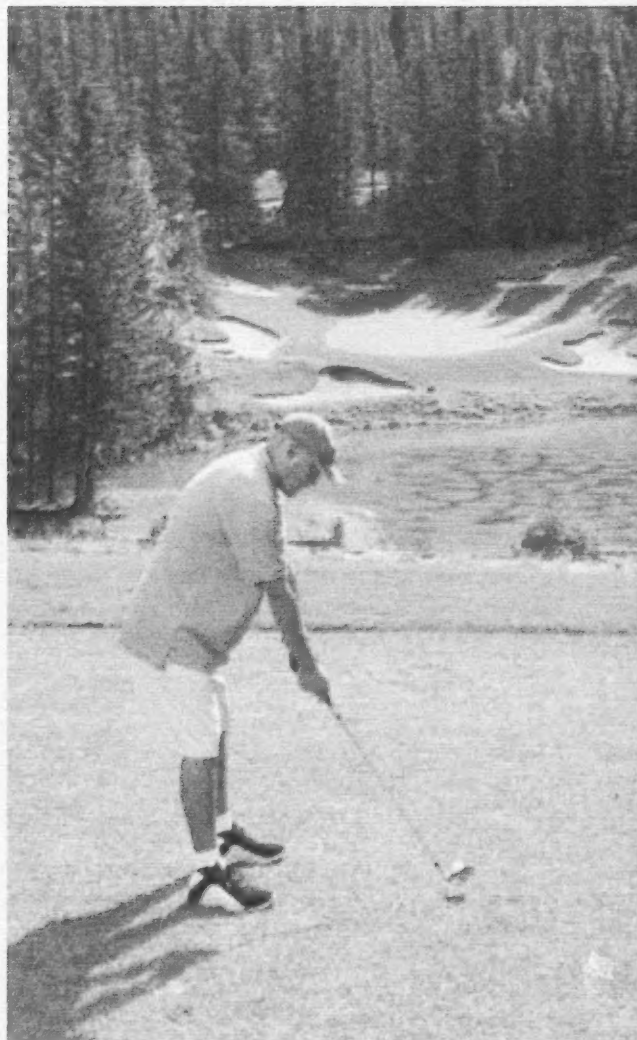
## Market Attraction

The expanded golf course could satisfy the potential local and visitor demand for golf in the Mighty Peace region. The region's location along the Mackenzie Highway and Alaska Highway also provides access to the RV touring market originating south of the region (Grande Prairie and Edmonton) travelling to the Northwest Territories and Alaska during the summer months. The upgrading and expansion of facilities could potentially capture a larger share of the RV market heading to more northern destinations, and searching for active recreational pursuits along the route.

## Financial Information

The capital cost for the proposed golf course expansion is estimated at about \$4.5 million (representing approximately \$500,000 per additional hole). It is a general estimate and does not include any extraordinary site development costs.

Capital requirements are inclusive of site infrastructure costs and construction costs. The construction costs include allocation for a modest building addition such as storage area, and this allocation would increase should a small conference or banquet facility become a viable option. Design and soft costs, and furniture, fixtures and equipment are also included.



## Golf Course Expansion

### Capital Requirements

**\$4.5 M**

#### Number of Golf Rounds

**10 K**

#### Net Average Green Fee/Round

**\$40**

#### Total Revenues (Years 1 to 5)

**\$569 - 672 K**

#### Net Operating Income Before Debt (Years 1 to 5)

**\$51 - 88 K**

SOURCE: MIGHTY PEACE TOURISM INVESTMENT OPPORTUNITIES ASSESSMENT (2013)

Mighty Peace Region

# Town of Peace River

## Misery Mountain Ski Area Expansion



The Misery Mountain Ski Area developed a comprehensive master plan in 2012 to harness a range of new market opportunities through proposed enhancements of the current ski area and expansion of the area into a multi-season site.

It is envisioned that the phased action plan would include the following:

- Improvement of the current skiing experience by developing more intermediate and advanced ski terrain;
- Trail development on the north and eastern slopes to maximize snow retention;

- Development of the ski area to optimize the current capacity of the base area facilities and improvement of the overall skier experience; and
- Consideration and recommendation of all-season use of the area.

Phase I of the plan envisions enhancements to existing ski facilities, including the installation of a newly purchased chairlift to service expanded ski and snowboard terrain, re-grading of a portion of the mountain to allow for easier skier access to the new lift, and increasing the number of ski trails from 11 to 24 trails.



Assuming increased use of the ski area after Phase I, Phase II (option 1) would see further enhancements and addition of new facilities such as the installation of an additional lift, new tube park, expansion of the snow-making system, further increase in the number of ski trails (from 24 to 35 trails) and enhancements to the existing ski lodge.

Phase II (option 2) would also envision the same enhancements and addition of new facilities to the ski hill; however, it would forgo the installation of an additional lift and instead relocate an existing chairlift to service the northern area of the mountain.

## Site

The Misery Mountain Ski Area is situated on lands owned and/or leased by the Town of Peace River; however, the ski facility is operated by the Peace River Ski Club. The ski facility's proposed expansion would occur on land that is currently under the control and/or ownership of the Town.

Development opportunities on neighbouring lands could also be explored in the future including resort development and use of the ski area during the summer months (e.g. mountain biking, zip line attraction and mountain top teahouse). Further investigation and consultations with the Town of Peace River would be required, along with the Government of Alberta and adjacent land owner(s).

## Market Attraction

Misery Mountain's proximity to the region's major urban service hub creates further potential for this investment opportunity. The ski area's market draw includes local residents and a regional-wide draw in excess of 134,200. In addition, the Town of Peace River's younger population profile, coupled with the scenic attributes of the Misery Mountain/Shafesbury Trail area provides significant potential for continued investment and partnerships in the development of the ski area.



Future opportunities could include the development of recreational real estate as industrial development continues to grow, further improving the region's wealth and population base. Given the length of the winter season and the site's location adjacent to the Peace River and Peace Valley, the demand, over the long term, for recreational housing property (ownership/rental/fractional) could represent investment potential as baby boomers retire.

## Financial Information

The expansion opportunity is being proposed as a phased development plan with capital costs divided between Phases I and II. The capital cost for Phase I is estimated at \$4.2 million. Under Phase II, option 1 is estimated at \$5.8 million, and option 2 is estimated at \$4.6 million. The capital costs are inclusive of the purchase of ski lifts, the development of ski trails and tube park, installation of the snowmaking system and expansion of the day lodge.

## Misery Mountain Ski Area Expansion

### Option 1: Capital Requirements

Phase 1

**\$4.2 M**

Phase 2

**\$5.8 M**

### Option 2: Capital Requirements

Phase 1

**\$4.2 M**

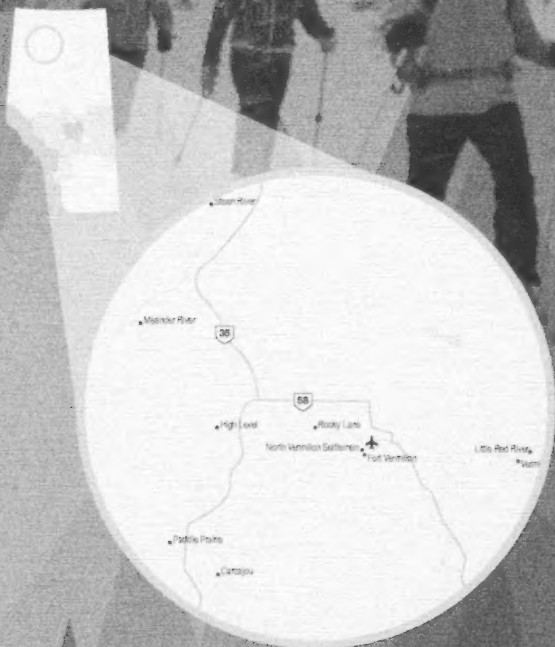
Phase 2

**\$4.6 M**

SOURCE: MIGHTY PEACE TOURISM INVESTMENT OPPORTUNITIES ASSESSMENT (2013)

# Mackenzie County

## Downhill Ski Facility Development at Buffalo Head Hills



The area of Buffalo Head Hills offers an opportunity for the potential development of a downhill ski facility. The land adjacent to this area is also favourable for possible snowmobile and cross-country ski trail development.

Phase one of the proposed ski facility would feature the installation of one double-chair lift and one beginner double-chair lift, creation of a 45-acre ski trail system, acquisition of snow grooming equipment and the development of snowmaking capabilities. It would also include the construction of an access road, a 6,000 square foot lodge at the base of the ski hill and one maintenance building.

Potential exists to market the ski facility as a diversified, year-round recreation centre by considering other winter season activities like snow-tubing and off-season activities such as ziplining and mountain biking, and opportunities for cabin/fixed roof accommodations at the base of the ski hill.

Snow-tubing could broaden the ski facility's market appeal as a winter recreation facility. Some ski areas have diversified their facilities to include summer and other off-season activities in order to maintain staff and distribute capital costs over a greater range of revenue streams. A tubing hill may require some additional capital if it is included as part of phase one of the development.

## Site

In 2008, the Regional Economic Development Initiative for Northwest Alberta (REDI) commissioned the *Northwest Alberta Downhill Ski Facility Site Selection Study* to assess the feasibility of a downhill ski facility in the REDI region. The study determined that Buffalo Head Hills would be the most appropriate site for such a facility.

Buffalo Head Hills could be a suitable option given the site's potential vertical drop of 170 metres, the range of potential ski terrain available and suitable exposure and snowfall. The area is relatively close to the Town of High Level (within a 1.25 hour drive). Temperatures here are also conducive to installing a snowmaking system to ensure a good overall experience for skiers. Potential development would require further investigation and consultations with the Alberta Government and Mackenzie County.

## Market Attraction

The primary market for the potential ski hill facility is expected to include the area around the Hamlet of La Crete, extending north of Peace River. A broader draw of visitors located within a three and a half to four-hour drive from Buffalo Head Hills could enhance visitation to the facility.

Skiing and snowboarding are both inversely age-related (participation declines with age). The average participation rate for these sports, across Canada, is typically estimated at 10 per cent. The population of the REDI region has a relatively higher proportion of young people, which could result in a higher participation rate in these sports.



## Financial Information

While there could be potential market draw for a ski hill facility in the REDI region, competition from ski facilities located further south and relatively closer to larger population areas could impact the financial feasibility of this project. Further due diligence would be required to determine the feasibility of the project, as well as consultations with municipal officials, REDI and other relevant organizations such as local ski or snowmobile associations to explore potential funding/partnership models.

The capital cost for phase one of the proposed ski facility is estimated at nearly \$10.6 million. Capital requirements are inclusive of chair lift installations, a 45-acre ski trail development, snowcat machine, snowmaking system, construction of maintenance building, development of six kilometres of road access, and base lodge construction.

Revenue sources would include sales from ski passes, equipment rentals, food and beverage, programs and retail concession.

## Downhill Ski Facility Development At Buffalo Head Hills

### Capital Requirements

**\$10.6 M**

Visitor Capacity  
Per Day

**860**

Utilization Rate Per Day  
(387 People per day)

**45%**

Length of Operating  
Season (In days)

**52**

Average Lift Pass

**\$30**

Total Revenues  
(Years 1 to 5)

**\$1.1 - 1.2 M**

Net Operating Income Before Debt  
(Years 1 to 5)

**\$204 - 230 K**



# Crowsnest Pass

## Cabin/Resort Development



Eckardt's Tecumseh Mountain Resort is seeking a joint venture partner to expand into a premier resort. Known as "The Cabins at Crowsnest Pass", the expansion will feature a 40-unit, luxury chalet style resort to be built and sold in four phases. The initial phase is to build two cabins (one duplex and one single unit) immediately and the next four units (two duplexes and two single units) will be built

when sold. These initial six units will form the first phase of the expansion, and there are three more phases envisioned that will include 26 units (40 doors total). The vision is that the resort will one day operate 100 doors. Multiple management companies have expressed interest in operating the resort village once it reaches this size.

## Site

The development opportunity is located on the existing 40-acre site of Eckardt's Tecumseh Mountain Resort, in the scenic valley community of Crowsnest Pass. Situated approximately five kilometres west of Coleman and about two kilometres north of Tecumseh Road, it is nestled between the peaks of Tecumseh Mountain, the Flathead Range and Crowsnest Mountain and in close proximity to Alison Chinook Cross Country Ski Trails.

Open since 1994, Eckardt's Tecumseh Mountain Resort is rated at 3.5 stars by the Alberta Hotel & Lodging Association. The property includes a main residence for the owner/manager, three duplex guest cabins, and three one-bedroom cabins for a maximum capacity of 16 persons and 11 Recreational Vehicle (RV) campsites. The main residence also provides a restaurant and lounge for guests.

## Market Attraction

Developed in response to consumer demand for additional recreational, multi-use cabin development, "The Cabins at Crowsnest Pass" will offer guests direct access to 85 kilometres of snowmobile/ATV trail network; 900 kilometres of fishable streams within a 60 kilometres radius; two ski hills (Castle Mountain and the regional Powder Keg Ski Hill) and several world-class golf courses within a 30 minute driving distance. Feedback garnered through Rendez-Vous Canada, Canada's premier international tourism marketplace, and ITB Berlin have confirmed that its European partners would be willing and able to market the expanded resort.

Recreational real estate continues to be an increasingly popular investment choice for baby boomers with both the financial means and the time to start enjoying recreational pursuits. Also entering the market are younger couples who can increasingly afford to pursue recreational activities, largely because of Alberta's strong economy and its residents' higher earning power.



Luxury chalet style cabins could also attract the regional *Free Spirits*<sup>2</sup> market segment. The location's access to multi-season, outdoor recreational activities, wildlife viewing and heritage experiences would hold great appeal to this market.

## Financial Information

The current owners are seeking an investment of up to \$2.5 million to launch the development of Phase I (six cabins, nine units) of the project and assistance with marketing the resort-based real estate opportunity. To date, considerable time and money has been invested in market research, permits and plans for the proposed expansion.

Initial starting prices for the units have been estimated at \$760,000 per duplex cabin (\$380,000 per unit) and \$437,000 per single cabin, with an option to purchase as one third fractional units.

Assuming a three to five year development plan and an annual inflation rate of two per cent, the total project cost for "The Cabins at Crowsnest Pass" is estimated at nearly \$9.1 million (includes both development and selling costs).

2. *Free Spirits* are highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experimental and adventurous, they also seek high-end experiences that are shared with others. The *Free Spirits* market segment is one of 12 Explorer Quotient™ (EQ) types. EQ types also include Cultural Explorers and Authentic Experiencers. EQ is a market segmentation system based on the science of psychographics. It builds a link between travellers' social values and their travel behaviours and preferences. The EQ tool can be very effective in defining the best customers, those who are or will be attracted to the kind of experiences being offered.

## The Cabins At Crowsnest Pass

**Phase 1: Estimated Capital Requirements**  
(6 cabins/9 units)

**\$1.6 M**

**Residential Sales**

**\$20.1 M**

**Selling Expenses**  
(marketing and sales)

**\$1.9 M**

**Total Project Estimated Capital Requirements**  
(26 cabins/40 units)

**\$9.1 M**

**Development Costs**  
(inclusive of capital costs and infrastructure)

**\$7.2 M**

**Net Cashflow**  
(before land)

**\$11 M**

Southwest Alberta

# Cardston County

## Lodge Development and RV Resort



The Great Canadian Barn Dance (GCBD) is seeking parties interested in purchasing and expanding current operations to include a 30-room lodge. The GCBD is a family-owned and operated full service RV resort featuring live western entertainment, dancing, and recreational activities in Hill Spring, Alberta, approximately 60 kilometres northwest of Waterton Lakes National Park. On a seasonal basis, the proposed lodge would provide additional rooms to attract demand from domestic and international tourists desiring an authentic western experience.

### Site

The GCBD is located between Hill Spring and Glenwood, on Wynder Road, two kilometres north of its intersection with Secondary Highway 505. The 62-acre site, of which 13 acres are undeveloped, would be used for the proposed lodge development. Included on the site is a 12-acre artificial lake, also owned by the GCBD operation, with canoes and rowboats available for guests.

The GCBD first opened in the late 1980s hosting traditional western barn dances and dinners. It later grew into an on-site RV resort to accommodate overnight visitors in campers and trailers. Current facilities include 75 serviced RV campsites, 13 unserviced RV campsites, a pavilion for social events, six bedroom bed and breakfast lodge, six bedroom bunkhouse, a 138 seat-barn and professional dance floor and stage, and a 700 square foot office space.





The site also provides a variety of recreational facilities including a nine hole frisbee disc golf course, basketball, volleyball, badminton, horseshoe pits, two playgrounds, fishing and canoeing. Additional facilities include a workshop, laundromat, washrooms, showers and owner's residence.

The facility operates from mid-May to the end of September. On average, the GCBD hosts approximately 100 events per year.

## Market Attraction

Visitors to the GCBD consist primarily of families and seniors, the majority of which are Albertans (60 per cent-70 per cent), with a further 10 per cent from other western Canadian provinces. The balance of visitors come from the rest of Canada, the U.S. and overseas. The resort is popular for family reunions, tour groups and RV caravans. RV companies such as Winnebago, Airstream and Good Sam use the GCBD as one of their preferred camping destinations for groups travelling via caravan. Tour companies like Brewster also include the resort in their itinerary and would support the development of the 30-room lodge to accommodate tour groups.

The proposed lodge would attract demand from these potential target markets:

- *Cultural Explorers*<sup>3</sup>, who have a propensity for travel that includes opportunities for cultural immersion;
- Domestic and international motorcoach tour groups, which currently cannot be accommodated overnight on the site;
- Summer season, independent leisure travellers primarily from Alberta, other western Canadian provinces, the U.S. and international tourists;
- Groups wishing to organize family reunions; and
- Unsatisfied demand that cannot be accommodated during the peak season months within nearby Waterton Lakes National Park.

## Financial Information

The current owners, who have been operating the facility for 25 years, are interested in selling the GCBD operation to an investor for \$1.5 million to \$1.75 million, with an opportunity to expand operations to include a 30-room lodge. The current owners would also consider the option of leasing back the barn dance portion of the operation for five to ten years to provide the live entertainment and dances, and operate the food and beverage service. This presents potential branding opportunities to the new investors while providing them with access to the barn dance's current clientele.

The capital costs for the lodge development are estimated at \$2 million, inclusive of base building construction costs, furniture, fixtures and equipment, soft costs, and infrastructure costs (excluding land).

3. *Cultural Explorers* are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.

## The Great Canadian Barn Dance Lodge

### Purchase of Existing Business

**\$1.5 - 1.75 M**

### Estimated Capital Requirements (Proposed 30-room lodge)

**\$2 M**

### Projected Operating Results Summary for 30-room GCBD Lodge (Years 1 to 5)

#### Seasonal Occupancy

**50 - 53%**

#### Average Daily Room Rate

**\$155 - 171**

#### Total Revenues

**\$455 - 533 K**

#### Net Operating Income (30 - 32% of total revenues)

**\$138 - 173 K**

# Sentinel

The development could take place in two phases with the first phase to include construction of the first 155 sites and the second phase to include the remaining 55 sites. Preliminary development plans

30 Alberta's Regional Investment Opportunities

## Site

The proposed development site is located south of Highway 3 (Crowsnest Highway) with the Crowsnest River at its southern boundary, as well as the Allison Creek running through the site. The site is located approximately seven kilometres from the western edge of the community of Coleman and is within relative proximity to three major cities including Calgary, Lethbridge and Medicine Hat.

## Market Attraction

RV resorts are typically located in areas that offer RV enthusiasts easy access to multiple experiences such as access to provincial parks or attractions, fishing areas, hiking trails, dining options, a place to launch a boat or unique heritage and native sites. These resorts offer weekly, monthly and seasonal rentals featuring full service RV pads, with several amenities such as internet, cable or satellite TV, sewage hook up and traditionally between 30 or 50 amp service. RV resorts frequently offer onsite facilities such as heated pools, hot tubs, clubhouses, shops, restaurants or snack bars, playing fields, playgrounds, biking or nature trails, water sports, volleyball, bocce ball and other recreational activities.

According to the report, *Recreational Vehicle Camping in Alberta: A Demand and Supply Side Perspective*, there are more than 600 campgrounds and more than 40,000 campsites in Alberta. RV resorts represent a new development opportunity for the RV campground sector in Alberta.

A campground in this area could attract *Cultural Explorers* and *Free Spirits* who are travelling to and from Alberta, British Columbia and Saskatchewan or planning for overnight stays in Crowsnest Pass. Tent camping and RV touring appeal to both types who are likely to choose these accommodation options while travelling. The location of the campgrounds within the activity-rich Crowsnest Pass area and proximity to heritage attractions would also appeal to these types.

This site would also attract the following potential markets:

- Summer season, independent leisure travellers primarily from Alberta and British Columbia, as well as a smaller percentage of travellers from international markets seeking soft adventure; and
- Winter/outdoor recreation enthusiasts primarily from Alberta and British Columbia wanting to take advantage of recreation activities in Crowsnest Pass and the surrounding region.

## Financial Information

The capital costs for this development have been estimated at \$3.6 million, inclusive of hard construction costs, furniture, fixtures and equipment, and soft costs. This estimate is based on the development of 210 sites (offering up to 100 amp power), an office, a clubhouse, bathhouses and recreation areas. The project proponent indicates that if development takes place in two phases, Phase I would include construction of sites and services/amenities on the east side of the property featuring approximately 155 sites. Phase II of the development would consist of the remaining 55 sites and services/amenities on the west side of the creek.

The operation of the RV resort is expected to include the establishment of a "condo board" which would be responsible for the upkeep and maintenance of the resort, among other duties. Lot owners would be required to pay maintenance or "condo" fees, which have not been established at this time, but are often in the range of \$100-\$150 per month. While it is expected that many lots will be owner/occupied, additional park revenues will be generated through the nightly rental of some sites when owners opt not to use their site. To date, considerable time and money have been invested relative to market research, permits and plans for the proposed development.

## Crowsnest River RV Resort

**Total Estimated Capital Requirements**  
210 RV sites, office, clubhouse, recreation areas  
(Excluding initial land acquisition costs)

**\$3.6 M**

**Residential Sales**

**\$15 M**

**Selling Expenses**

**\$1 M**

**Development Costs**

**\$4 M**

**Net Cashflow  
(before land)**

**\$10 M**

SOURCE: SOUTHWEST ALBERTA TOURISM INVESTMENT OPPORTUNITIES Q4/13



# Waterton Lakes

The project proponents have purchased an 80-acre site, of which 40 acres will be used for the proposed Eco Lodge Resort, and are seeking private sector equity partner(s) for the initial development phase of the lodge.

## Site

According to *Frommers Travel Guide*, Waterton Lakes National Park is "the most stunning of the Rocky Mountain Parks," where the prairie and Rocky Mountains meet in an unusual combination of landscapes and 45 different habitats unique in Canadian national parks. The park provides a relatively untouched area to explore for many Alberta residents and visitors seeking a more varied recreational experience.

The proposed Eco Lodge Resort will be located on a 40-acre parcel of pristine aspen parkland located three kilometres south of Highway 5, east of the Waterton National Park boundary, in the County of Cardston, Alberta.

The site is located approximately 1.5 kilometres from the Waterton Lakes National Park gate entrance. The park covers 505 square kilometres and is surrounded by a further 100 square kilometre radius (32,000 acres) of Nature Conservancy Lands (NCC) referred to as the Waterton Park Front Project. Due to the vision of the NCC and its partners and the long-term commitment of area ranchers, the lands surrounding the Waterton Lakes National Park have been protected as conservation lands.

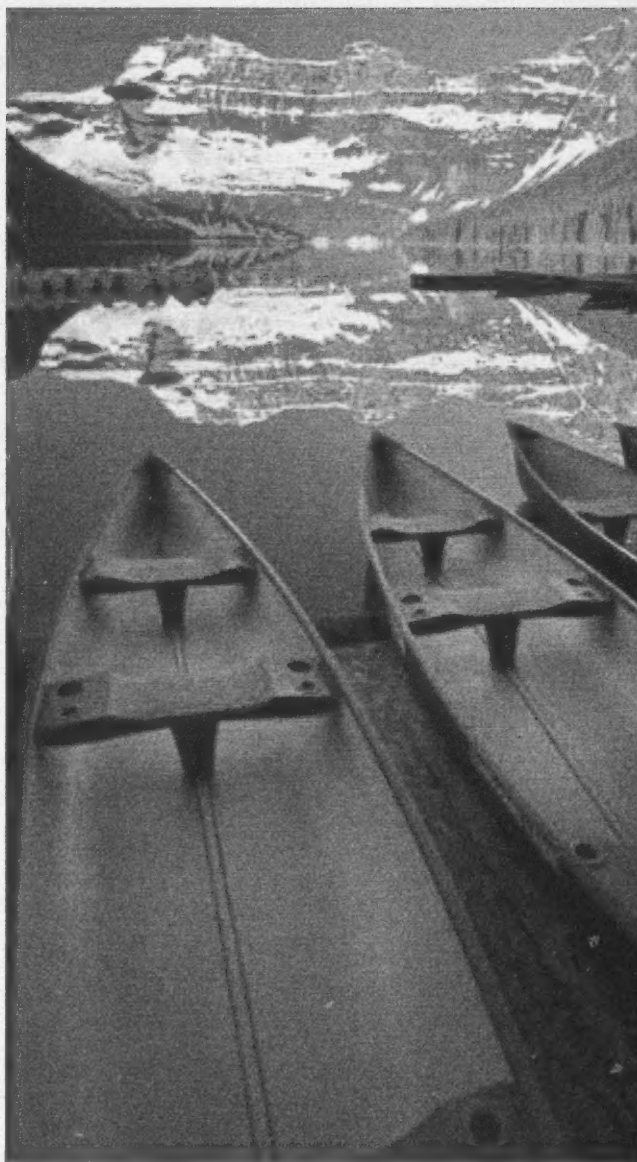
The site presents a unique tourism opportunity as it is exempt from the land use restrictions imposed by the adjacent, federally protected Waterton Lakes National Park. It is also the only available parcel of land for potential commercial use remaining within the Waterton Park Front Project that maintains both lake and mountain views into Waterton Lakes National Park.

## Market Attraction

The Eco Lodge Resort would compete primarily with accommodation properties in Waterton Lakes National Park. There are eight commercial accommodation properties offering 362 rooms within the park, the majority of which operate on a seasonal basis, with only two properties operating on a year round basis. On an annualized basis, the competitive market is comprised of 196 rooms. The iconic Prince of Wales Hotel, with 86 rooms has the shortest operating season of 100 days from mid-June to mid-September, and is one of four hotels owned by American-based Glacier Park Inc.

For the past four years, visitation to Waterton Lakes National Park has averaged between 382,000 to 402,000 visitors, of which approximately 88 per cent visit during the peak April through September period.

Accommodation properties within the park are operating at close to capacity limits during the peak months of July and August, and once the 24-room Kilmorye Lodge is re-built and re-opened by 2016, no further opportunities will be available for additional room accommodations within the park.



A resort in this location would appeal to *Cultural Explorers* given its proximity to a number of culturally rich attractions and many outdoor and wildlife-viewing experiences. *Cultural Explorers* from the U.S. in particular, would enjoy the lodge's upscale amenities and restaurant services (e.g. foods using locally sourced ingredients).

*Free Spirits* would enjoy the experience of luxury accommodations against the backdrop of nature and the many recreational opportunities that the area offers. In winter, the Eco Lodge would provide a suitable staging ground for exploring a multitude of winter ski activities, from cross-country skiing in the park, to downhill skiing at Castle Mountain or Pass Powderkeg Ski Hill in Crowsnest Pass.



The proposed 40-room lodge would provide additional year-round rooms in the local market to attract demand from these additional target markets:

- Independent leisure travellers during the summer season, primarily from Alberta, other western Canadian provinces, the U.S. and overseas tourists;
- Unsatisfied demand from travellers during the peak season months within Waterton Lakes National Park and/or are seeking a higher-end experience with more up-to-date facilities and amenities;
- Winter/outdoor recreation enthusiasts primarily from Alberta and B.C. wanting to take advantage of recreation activities in the park and the surrounding region;
- Domestic and international tour groups to southwestern Alberta and those visiting both the Waterton Lakes and Glacier Parks; and
- Small meeting and conference groups with delegates largely from Calgary and other Canadian markets.

## Financial Information

Capital costs are estimated at \$10 million for the proposed 30,000 square foot lodge, inclusive of base building construction costs, furniture, fixtures and equipment, soft costs, and infrastructure costs and land. The preliminary 30,000 square foot facility would include 40 guestrooms, 2,250 square feet of meeting/function space, a 75 seat restaurant and 33 seat lounge, a spa with four treatment rooms, a fitness centre, indoor pool and a business/outdoor recreation centre to co-ordinate adventure-themed recreation activities for guests and provide access to business services.

## Eco Lodge

### Estimated Capital Requirements:

(proposed 40-room lodge, 75-seat restaurant, spa, fitness centre, indoor pool)

**\$10 M**

### Projected Operating Results Summary for proposed 40-room Eco Lodge (Years 1 to 5)

Annual Occupancy	Average Daily Rate	Total Revenues	Net Operating Income (24 - 36% of total revenues)
<b>42 - 47%</b>	<b>\$275 - 304</b>	<b>\$3.0 - 3.7 M</b>	<b>\$710 - 875 K</b>

SOURCE: SOUTHWEST ALBERTA TOURISM INVESTMENT OPPORTUNITIES (2013)



Southwest Alberta

# Crowsnest Pass

## Ski Resort Expansion



The recent donation of the Pass Powderkeg Ski Area lands to the Municipality of Crowsnest Pass presents an opportunity to expand the Pass Powderkeg Ski Resort into a multi-season resort. A 20-year comprehensive master plan to support this expansion is currently underway. The Municipality of Crowsnest Pass is seeking corporate sponsors to finance part of a \$3 million chair lift and associated improvements to the ski hill as Phase I of the 20-year plan. Phase I would turn the ski hill into a strong multi-season destination by offering lift accessed mountain biking trails during the summer season, and enhanced downhill skiing experience in the winter, along with a possible tea house and gift shop at the summit. This first phase

of development is expected to increase the number of skier visits from 15,000 to 30,000 per year.

The resort's existing facilities include 1,200 feet of vertical, 25 acres of skiable terrain, 15 runs, terrain park and rail garden, a two storey 3,000 square foot lodge with 120 seats, ski rentals and ski school program. Over the years, Pass Powderkeg Ski Hill has undergone improvements including additional runs, the development of a mountain biking trail system, the addition of a terrain park, enhanced snowmaking abilities, enriched programming and marketing. As a result, visitation levels have increased from an average of 3,000 skier visits per year to an estimated 15,000 today. The resort currently has an operating season of 75 to 80 days.

The 20-year plan for this community-based project also includes medium to long term, private business development and investment opportunities such as development of a hotel, RV park, townhomes and single family homes for recreational resort ownership, and employee housing.

## Site

Pass Powderkeg Ski Area is centrally located in Blairmore, Alberta in the Municipality of Crowsnest Pass. Highway 3 provides primary access to the area with the Alberta-British Columbia border located approximately three kilometres directly west of Blairmore. The ski area is located approximately 2.5 hours from Calgary, 1.5 hours from Lethbridge and 45 minutes from Fernie, making it easily accessible to its nearby Alberta and British Columbia markets.

Crowsnest Pass is a scenic region known for its recreational potential and currently attracts domestic and international visitors. The region is known as one of the last remaining mountain destinations, whose full tourist potential has yet to be developed and explored. It is also one of the few locations in the Canadian Rocky Mountains that is not part of a national park.

## Market Attraction

The successful expansion of the resort would incorporate multi-use and multi-seasonal activities, particularly those that target the youth segment and family market.

Future expansion could enhance visitation from *Free Spirit* travellers. *Free Spirits* are outdoor recreation enthusiasts and enjoy activities such as winter sports, mountain biking, hiking, fly-fishing, cycling, tubing, and rafting/kayaking/canoeing. Many *Free Spirits* enjoy family trips and a family-friendly resort with good access to the towns and attractions within Crowsnest Pass would be very appealing. Access to culinary, luxury accommodation and shopping opportunities would further attract *Free Spirits* to the ski hill.

*Authentic Experiencers*<sup>4</sup> are likely to visit the resort during the less busier months.

Features such as self-guided heritage visits and locally-sourced food would appeal to this potential high-yield market.

The installation of a chair lift and associated infrastructure improvements is expected to increase skier visits from 15,000 to 30,000 per year and would also appeal to the following target markets:

- Local and regional family, seniors and learners ski market - Pass Powderkeg is referred to as a feeder in the ski industry, by introducing new people to the sport and creating life-long enthusiasts;

- Skiers from Calgary, Edmonton and Lethbridge travelling through Highway 3 enroute to nearby British Columbia ski resorts in the Fernie and Kimberley area. The installation of a new chair lift will provide a visual announcement of the ski hill's transformation from a small community hill to a mid-scale regional facility;
- Independent leisure travellers during the summer, primarily from Alberta, other western Canadian provinces, the U.S. and overseas tourists who are interested in taking in scenic views from the chairlift and/or hiking the mountain's multi-use trail system;
- Mountain biking enthusiasts and associated organizations, such as the International Mountain Biking Association and other accredited mountain biking circuits;
- Domestic and international tour groups visiting southwestern Alberta; and
- Small meeting groups and social events of up to 120 persons, interested in renting the Pass Powderkeg Day Lodge.

## Financial Information

The estimated capital costs for the acquisition and installation of a chair lift and related infrastructure improvements have been estimated at \$3 million. The Municipality of Crowsnest Pass is seeking corporate sponsors to finance Phase I of the 20-year master plan.

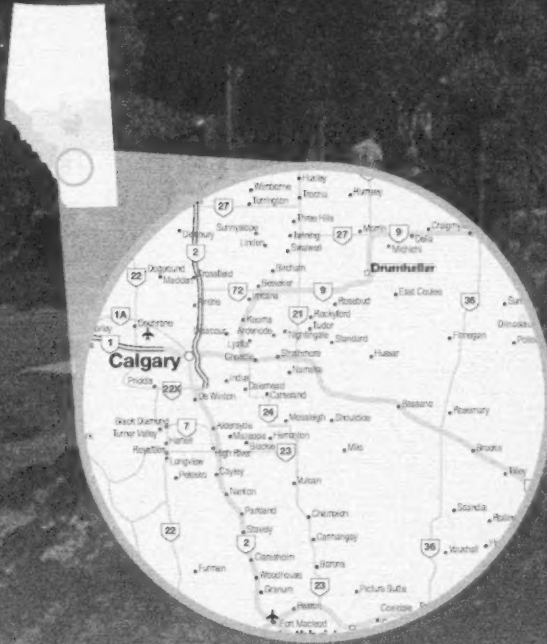
Phase I includes:

- Acquisition and installation of a chair lift;
- Expansion of existing ski runs;
- Expansion of snowmaking;
- Additional parking;
- Renovations and expansion to the ski lodge at mid-mountain to enhance food and beverage service and accommodate increased skier visits;
- Replacement and relocation of the existing handle tow in the beginner ski area with a conveyor carpet and establishment of new beginner area at the base;
- Addition of second lodge at the base, with services (ticket office, rental shop, ski school, beginner area, washrooms and retail shop) moved to the new building at the base;
- Addition of mountain bike trails that meet the international standards of the International Mountain Biking Association; and
- Possible addition of a tea house at the summit.

<sup>4</sup> This market segment is typically comprised of understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

# Town of Okotoks

## Hotel and Convention Centre



The Town of Okotoks is looking for prospective investors to develop a full service hotel, as well as a convention centre with a hotel component. Two separate sites exist for these developments. The proposal for a full service hotel would include amenities such as an indoor/outdoor pool, meeting rooms, and a lounge and restaurant.

The proposal for a convention centre and hotel would additionally cater to the regional accommodation needs for visitors, and it is envisioned that this development could assist in increasing Okotoks capability to attract conferences and other events to the area and complement Calgary's efforts to increase conference and convention business in the region.





## Sites

### Development Property 1 – Hotel

The land proposed for the hotel development is privately owned. It is located at Highways 2A and 7, and has easy access to Highways 2 and 22. The site is approximately 8.07 hectares and is currently part of a large property (131 hectares), which has not been subdivided. Due to the zoning designation, there are numerous opportunities available for development around the proposed hotel, including restaurants, coffee shops, spas, and other retail services.

### Development Property 2 – Convention Centre & Hotel

The land proposed for the convention centre with hotel is privately owned and currently zoned for industrial use. The property has easy access to Highways 2A and 7, as well as Highways 2 and 22. The current site is approximately 40 acres in size and the land has access to all utility services. The property has appropriate commercial/industrial zoning for a convention centre, but requires a hotel component to fulfill the requirement. The land zoning as well as availability of the surrounding area can provide numerous business opportunities like coffee shops, dining facilities, and other entertainment establishments.

## Market Attraction

The population of Okotoks is over 27,300 and it has a regional trading area of 250,000 people. The town is currently going through an annexation process and is expected to see considerable growth over the next 25 years. Okotoks offers unique boutique style shopping

and restaurant experiences in its downtown, also known as "Olde Towne". The town is surrounded by mountain views, rolling hills and the Sheep River Valley. Okotoks prides itself to be a sporting, and in particular, a baseball hub, offering several baseball diamonds, an indoor baseball training facility, and baseball school that attracts international attendees. The town is also in close proximity to the various hiking and ski trails available along the Cowboy Trail and in Kananaskis Country.

Okotoks is located 15 minutes south of Calgary and 40 minutes to the Calgary International Airport, and is well positioned to cater to overnight visitors and complement Calgary's capacity to host convention attendees. This region has experienced an increase in tourism related conventions and events, so there is an opportunity to capture some of this demand due to a lack of available facilities.

Calgary is Canada's second largest head office centre and a leading international energy centre. There is opportunity to capitalize on an inadequate amount of convention facilities in the area, and to host business conferences, larger summit meetings, as well as world-class sporting and entertainment events. This could generate economic and community benefits for the entire region.

## Financial Information

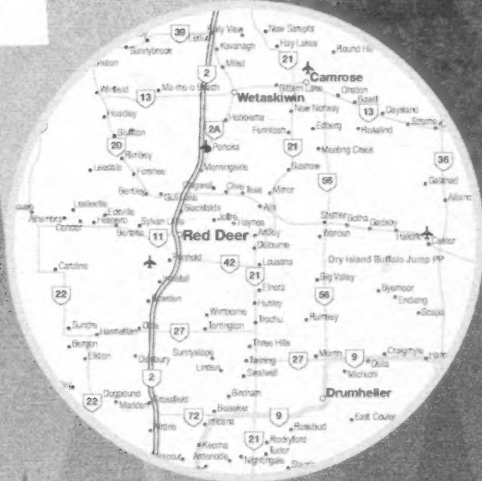
The financial information is preliminary and depends largely on the size and standard of hotel, as well as the amenities offered. This could include the number of meeting rooms, in addition to value added services, and the size and standard of the convention facility. Okotoks does not have business tax and is offering one of the lowest business property tax in the region.

The preliminary capital costs for development of a hotel, not including the price of the lot, are estimated to be in the range of \$90,000 - \$110,000 per door. It is assumed that the property could be operational by the middle of 2016. The property may reach a stable average occupancy rate by its third year of operation. Based on comparable mid-end properties, the average nightly room rate could generate a minimum of \$165 in 2016.

The preliminary estimated capital costs for development of a convention centre with a hotel, not including the price of the lot, is estimated at \$173 million. This includes "all-in" building costs (furniture, fixtures and equipment and on-site development costs), access and egress, utilities and landscaping. Number and size of meeting rooms also needs to be considered. An annual 10 per cent price increase for room rates in the conference market is common.

# Town of Sylvan Lake

## Tourism Development Properties



The Town of Sylvan Lake seeks parties interested in undertaking tourism development projects to support the Lakeshore Redevelopment project. Working in cooperation with property owners, the Town has identified three viable sites for immediate development on Lakeshore Drive and Highway 11A, which is a major access road into the waterfront district.

In 2008, Town Council approved the Lakeshore Redevelopment project Master Plan, with goals and objectives identified by the community and reflected in existing Town statutory documents, including the Waterfront Area Redevelopment Plan. The

Town has moved forward aggressively on this development project as completion of Stages 1 - 4 was realized in 2013. These first stages resulted in the creation of a three kilometre long promenade next to the waterfront with viewing platforms, stairs/ramps, light standards and banners. Centennial Park was also created by rerouting Highway 11A with a spacious open venue for hosting events, rentable family picnic shelters, a children's playground, plus many other amenities. Stages 5 and 6, which involve the completion of the connections to the Highway 11A roundabout and Marina Bay, are planned for redevelopment in 2015.

## Sites

### Development Property 1

This property is the last private sector water frontage site available for sale within Sylvan Lake. The triangular shaped 1.167 acre site is located at the west end, north side of Lakeshore Drive/Highway 11A with one road access and situated directly across from the Sylvan Lake Golf & Country Club. Nestled between two residential communities, Marina Bay and Harbour Town, the property is a short walk to the marina, boat launch, watersport rentals, waterslide, restaurants, retail shops and the pier in Sylvan Lake Provincial Park. The property's north-easterly point has a 33-foot (10-metre) waterfront access that abuts an Environmental Open Space (EOS) owned by the Town of Sylvan Lake. This site currently houses a go cart and mini golf business, which has been in operation since 1991. The vision is that the site could be used as is, or potentially used to develop a four-storey boutique hotel that would capture the spectacular lake views and waterfront access.



### Development Property 2

This level and cleared 0.226 acre site is in a very desirable location on the south side of Lakeshore Drive. The property is directly across from the marina, close to the waterslide operations, and adjacent to a popular local restaurant, retail shops and personal care services. It is a short walk from the downtown professional services and the beach at Sylvan Lake Provincial Park. This corner site offers a spectacular view of Sylvan Lake and the property has side and rear drive access, but no direct Lakeshore Drive access.

### Development Property 3

For sale or lease, this is a prime opportunity to invest in a lakeshore commercial property directly across from the busy pier area and beach of Sylvan Lake Provincial Park. The property is comprised of three separate titled properties. Centrally located among other restaurants, retailers, as well as motel and residential units, the site has 132 feet of lakeside frontage overlooking the high traffic area on Lakeshore Drive and the promenade. Site attributes includes a fully paved and landscaped parking lot with rear access.

All three sites are fully serviced. The Town of Sylvan Lake provides deep utilities services and maintenance for sanitary, storm and water. Shallows for gas, electricity and cable are accessible. Land use zoning for each site is Lakeshore Direct Control District (L-DC) and is governed in accordance with the Waterfront Redevelopment Plan. Building designs should be in keeping with the Town's urban design guidelines. The Development Authority for all development permits is the Council of the Town of Sylvan Lake. The Town of Sylvan Lake Land Use Bylaw establishes the regulations related to building a development within Sylvan Lake. It provides detailed information on what uses are allowed or may be considered in each district as well as regulations related to how those uses can be developed on a particular site. It also outlines the zoning for each parcel of land within the town. The Waterfront Area Redevelopment Plan guides the growth and development of the downtown and waterfront areas in an orderly, efficient, and beneficial manner. The plan ensures that development makes the best use of a limited land base and protects the integrity of the lake as a natural resource.







## Market Attraction

The Town of Sylvan Lake is central Alberta's resort community. Situated 18 kilometres west of Red Deer on the southeastern shores of picturesque Sylvan Lake, this recreation-based town is home to 13,015 residents. Sylvan Lake is located centrally between Calgary and Edmonton, which are Alberta's largest urbanized areas. Connecting Sylvan Lake to Red Deer and the Highway 2 corridor are Highway 11 west, a divided four-lane thoroughfare, and Highway 11A. These modern transportation routes easily link visitors and businesses with an immediate trading area of over 275,000 people. Dubbed one of Canada's fastest growing and youthful communities, the town's population has increased by nearly 27 per cent between 2006 and 2013. Growth projections predict the community to grow to 21,786 people by 2025. Sylvan Lake's median age is well below the province average, so this rate and type of growth is a general indicator of the overall attractiveness of the community.

Sylvan Lake has long been a popular summer destination for families from Calgary, Red Deer and Edmonton. It is transforming into a dominant year-round rural Alberta tourism destination. The lake is one of the largest water bodies in central Alberta with clean water and stunning beaches. With a size of 42.8 square kilometres, a depth of 18 metres (60 feet) at its deepest point and a median

depth of 10 metres (33 feet), Sylvan Lake is a substantial natural, underground, spring-fed body of water. Residents and visitors alike find the lake a great place to cool off and enjoy the summer season. Centennial Park and the Town's newly developed three kilometre multi-use promenade borders Sylvan Lake Provincial Park, and this beach area has become an ideal family gathering area for all visitors.

## Financial Information

The capital costs for all opportunities are dependent on the type of development proposed, and therefore have not been fully assessed.



# Vulcan County

## Discovery Centre and Hotel Development



An opportunity exists to support the development of a 60,000 square foot multi-purpose, technology-branded Discovery Centre in the Town of Vulcan. It is envisioned that the Discovery Centre will evolve into an incubator for technology research and development in areas such as health, education, agriculture and the environment, and position Vulcan as a hub for rural technology research and development in Canada.

The Discovery Centre would include 40,000 square feet of exhibit space and meeting rooms to host conventions, tradeshow and other corporate events. The addition of a

full-service hotel would connect guests to the centre's services. It is envisioned that the centre would also feature an IMAX theatre, a learning centre that offers technology-themed experiences, training facilities and summer camp programs, as well as a visual arts centre showcasing fine art, photography and other related disciplines.

It is anticipated that the centre could potentially be developed through a public-private partnership, including the County of Vulcan, the Town of Vulcan, Vulcan Brand Innovation Team and private investors. The partnership could include the naming rights to the centre.

## Site

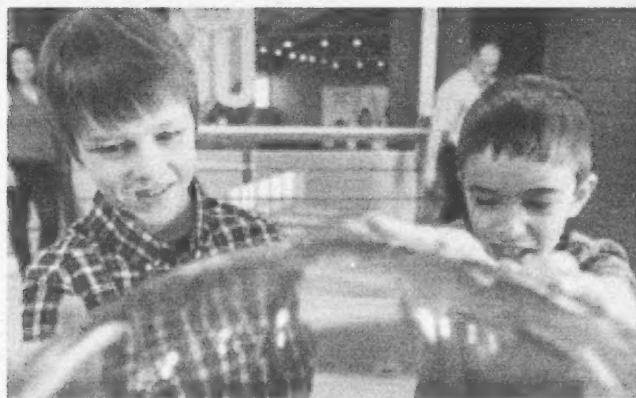
The proposed development site would be located on land owned by the municipality. The site location is in close proximity to local attractions including historic sites, Vulcan's Star Trek-themed attractions, the Vulcan Golf & Country Club, as well as the town's downtown business centre.

Vulcan County's economy is primarily agriculture-based although the oil and gas sector also contributes to the region's economy. The proposed development site for the Discovery Centre would be located in the Town of Vulcan within Vulcan County. The town is located on Highway 23, midway between the cities of Calgary (1 hour northwest) and Lethbridge (1.5 hours south).

Visitors can access the Town via the Vulcan Airport, located west of Vulcan, or from the Calgary International Airport. Commercial and air freight services are also offered out of Lethbridge Airport.

## Market Attraction

As the largest community in Vulcan County, the Town of Vulcan is the leading economic hub and trading centre in the region. In 2013, a fibre optic company selected Vulcan as its primary Canadian location for the introduction of one of the world's most robust fibre optic programs. Further efforts by the County are underway to enhance the region's visibility as an emerging rural technology hub, and to attract more visitors to Vulcan's downtown core. Due to its name and association with the Star Trek television and film series, Vulcan has become a known tourist attraction among fans of the series.



The Discovery Centre could appeal to meeting and conference groups with delegates largely from Calgary, a leading international energy centre, other Canadian markets, and potentially the U.S. market. Vulcan is situated about 200 kilometres away from the U.S. border. The proposed hotel would also provide additional year-round rooms in the local market to attract demand from recreation enthusiasts seeking outdoor activities in the region.

## Financial Information

The capital cost for the proposed development of the Discovery Centre and hotel has not yet been fully assessed. The proposed development would require further investigation and consultations with the County of Vulcan, Town of Vulcan, the Vulcan Brand Innovation Team, and other relevant parties.





# Vulcan County

## Golf Course and Recreational Real Estate Development



Vulcan County is seeking private sector investment to support the development of a golf resort along the shores of Lake McGregor. The proposed three phase resort would include a 9-hole golf course along with a club house, driving range and putting greens, and a recreational residential sub-division. It is anticipated that the resort could also feature the development of a four season lodge.

### Site

The proposed golf course will be located on land adjacent to the Village of Milo on the northeast shore of Lake McGregor. An old rail line would also run through the golf course, adding a touch of uniqueness to the course.

The golf course will be positioned on 80 acres of rolling terrain being donated by a local family. The land will be donated with the following requirements: the land must be annexed by the Village to secure tax revenue for the community; the golf course must be professionally designed; and the golf course must be community owned (e.g. Village of Milo or local agricultural society).

Approximately 300 acres could be made available for the development of the recreational residential sub-division. The location for the proposed development would provide prospective residents and vacationers with a scenic view of, and direct access, to Lake McGregor.



Lake McGregor has potential to become a thriving recreational area for the province. Two resorts located south of the Lake (with no proximity to a golf course) were sold out. Since 2000, other developments along the shores of Lake McGregor have attracted cottagers and vacationers from Calgary. The Village of Milo also just opened a residential sub-division with 22 serviced lots in 2014 that also provide a direct bicycle/walking path to Lake McGregor.

The Village of Milo is located on Secondary Highway 542, on the northern tip of Lake McGregor, in Vulcan County. The Village offers amenities including a full-service business centre, a bank, grocery store, hotel/pub, and restaurant. It is also home to a skating rink, community hall and curling rink.

Vulcan County sits nestled between the cities of Calgary (1 hour northwest) and Lethbridge (1.5 hours south). It also sits just 200 kilometres from the U.S. border, a major tourism source market for the county.

## Market Attraction

According to the Alberta Golf Association, over 15 per cent of Alberta's total population play a round of golf at least once each year. Recreational real estate is becoming an increasingly popular investment choice for baby boomers with both the financial means and the time to start enjoying recreational activities. Also entering this market are younger couples who can increasingly afford to pursue these activities, largely because of Alberta's strong economy and its residents' higher earning power.

The golf course, recreational real estate development and lodge development opportunities could satisfy the potential local and regional visitor demand for golf and recreational experiences in the area. The short distance to Lake McGregor Provincial Recreation Area could attract not

only golfing enthusiasts, but also recreational enthusiasts wanting to take advantage of year-round recreation activities in the park and surrounding region such as birding, fishing, cycling, sailing and water skiing.

With a relatively young median age, and the highest personal income and purchasing power in Canada, Calgary could be a ready market for these development opportunities. Calgary households spend an estimated \$7,117 per year on recreational activities. Towns that are within close driving distance to the county with comparable spending on recreational activities include Chestermere (\$9,878), Okotoks (\$7,324) and Strathmore (\$5,871).

The county's proximity distance to the U.S. border and Calgary International Airport could also draw potential overnight visitors from the U.S. and overseas markets.

## Financial Information

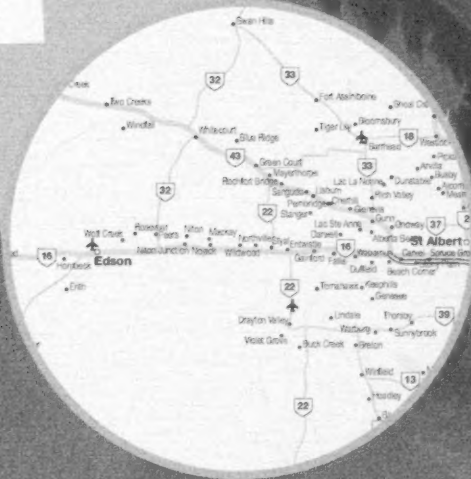
The initial investment required for the development of the 9-hole golf course is estimated at \$2 million. Cost estimates would require further investigation and consultations with the County of Vulcan and other relevant parties.

The capital cost for the proposed development of the recreational residential sub-division has not yet been fully assessed; however, costs associated with servicing and access to the lot development would be included. Lot sales would make up the majority of cost recovery. A similar recreational residential community is currently showing lots from \$95,000 to \$124,000 each. Another recent development involved 10 lots ranging from \$126,000 to \$142,000 each.



# Yellowhead County

## Resort Development



Stonewater Ranch is a proposed resort and residential community to be developed in Yellowhead County, near the Town of Edson. This destination will appeal to local, domestic and international visitors with amenities such as a resort and conference hotel, a premiere 18-hole golf course and an equine facility. Other amenities will include trail systems for hiking, cross-country skiing, and horse riding; a recreation centre; retail and service shops; food and beverage outlets; a spa; and more. On site activities and excursions will be organized for residents and visitors to establish Stonewater Ranch as a regional hub for tourism.

Three distinct developments on the site will provide multiple product lines that target a variety of market segments using a phased development strategy:

**Stonewater Resort Centre** – Located on an elevated area at the centre of the site, the resort centre will offer river valley, golf course and mountain views. It will feature a resort and conference hotel, approximately 500 residential units, limited service hotel, spa services, recreation centre, entertainment venue, yoga studio, brew pub, retail shops, restaurants, clubhouse and more. A dynamic pedestrian oriented area will make this a great place to frequent.

**Residential** – 72 attached bungalows along Stonewater Creek and the golf course, along with 143 single family lots adjacent to the golf course, the McLeod River and Crown land. This will be built out as a Timber Block Community featuring high quality energy efficient houses constructed by Escape Homes.





Recreational Vehicle (RV) resort – 309 strata title lots along the golf course with condominium bylaws and architectural controls to align with the resort lifestyle. Excellent amenities and inspirational landscaping will make this a desirable resort. Product types within the RV Resort area include park models and short term rental sites, along with quality cabin options.

As this is a large project, the various development components will be dealt with individually to ensure that the investments have reasonable time frames and appropriate risk mitigation strategies.

## Site

The 365 acre site is owned by the developer and is located in the Alberta foothills, two hours west of Edmonton and near Jasper National Park. Highway access is excellent, with an interchange to Highway 47 just west of Edson and a two minute drive south to the Yellowhead Highway. Vast Crown lands surround the site and the eastern boundary of the site features 3.7 kilometres along the scenic McLeod River. Two creeks flow through the site and the topography is gently rolling with 45 metres of elevation variation.

Extensive pre-engineering and conceptual planning has been completed in support of the Area Structure Plan (ASP) and Zoning Bylaws that have been adopted by Yellowhead County. Transportation to the site will be primarily by automobile and bus, and the airport in Edson may be able to offer increased services going forward.

Conceptual planning has been completed and zoning has been approved for this development. Site preparation, grading, servicing and pre-sales will commence in 2015. Water and sanitary will be provided by a private, licensed utility company.

Phase 1 of the development will include single family homes, attached bungalows, RV lots, golf course, and portions of the resort centre. A number of initial opportunities for the resort centre are under consideration and will be announced shortly.

## Market Attraction

Multiple product lines and price points, coupled with a phased approach to development, will provide optimal marketing opportunities and absorption rates. Architectural standards and quality construction will ensure that maximum sales are achieved and values are sustained over time. With limited opportunities available in west central Alberta, Edmontonians currently travel to other areas within and outside Alberta for their vacations, second homes or fractional ownership properties. Regional recreation opportunities and onsite amenities will attract buyers to this master-planned and architecturally-controlled resort and residential community.

### Single family homes and attached bungalows –

There is local demand in the Edson area, and second home buyers will come from the greater Edmonton area and other affluent communities in this region of Alberta. Retired and semi-retired buyers will also be attracted to the attached bungalows.

### Full ownership condominiums and townhomes –

These represent attractive and cost effective accommodations for a variety of demographics.

**Fractional ownership units –** Fractional unit sales have become an important vehicle for many buyers to participate in resorts. Fractional owners will come primarily from the Edmonton area, but could originate from other parts of Canada or from abroad. Therefore, the marketing focus will target both domestic and international prospects that best support the overall project.

**RV lots –** The RV market has proven to be strong and has endured the recent economic cycles. A quality RV resort in this location is anticipated to appeal to Edmontonians and other Albertans. Lots will be sold to individuals (other than 27 short term rental lots).

**Hotel –** Corporate retreats and meetings, conferences, weddings, golfing, wellness retreats, and off-site recreation opportunities are examples of traffic drivers. Some business



travel could be possible as mining, forestry and other industry representatives frequently travel to the area. Hotel inventory in the area is business oriented and experiences high occupancy and strong average daily rates. Therefore, an opportunity exists to offer full service, resort style accommodation in the area.

**Golf** – Demand for golf is anticipated to be strong from local golfers, residents, business travellers, as well as tourists. Once completed, the on-site population is anticipated to be approximately 3,000. As the development will be marketed as a golf community, participation is anticipated to be in the 40 per cent range. A community based partnership for the golf course is currently under consideration.

**Equine** – On-site demand will be evident for stabling, arena time, lessons, camps, clinics, training, trail and wagon rides. Off-site trail rides and pack trips into the mountains can also be provided from Stonewater Stables.

This region abounds with recreational activities including hiking, fishing, hunting, river sports, ATV and sledding, hoodoos, caves, horseback riding, and cross-country skiing. The local economy is strong as several key industries in the region are operating at capacity, subsequently increasing the demand for accommodation, but at times limiting the available rooms for tourists. Edson's airport has recently been upgraded and features a 6,000 foot paved runway and several helicopter companies operate in the area.

### Financial Information

Investment opportunity is available on a limited basis for the various aspects of the project. Discussions are underway with joint venture partners, sub-developers and investors for the various components of the project. Participation in this exciting project can be accommodated through a variety of arrangements.





# Alberta Government Support

The Tourism Division offers a variety of services for investors seeking to invest in and develop tourism projects, businesses, and land in Alberta.

Our interest is in helping investors and developers identify viable tourism development opportunities in the province. With our knowledge of the resources, land base and characteristics of tourist visitation across Alberta, we can tailor our assistance to your needs.

Once you decide on a particular location in the province, we will direct you to key community business contacts. Our services are free of charge to qualified business investors.

## Tourism Related Investment Services

Some of the services available through the Government of Alberta are described below. You can access our services through the Alberta government's international offices or by visiting us at: [www.tourism.alberta.ca](http://www.tourism.alberta.ca).

Assessing and matching investment interests and financial resources with appropriate tourism business investment opportunities.



Organizing site visits to review investment opportunities.



Introducing investors to relevant business contacts and facilitating meetings to assist with investment interests.



Availing tourism research and development information to assist with business cases or feasibility studies.



Providing detailed information on tourism sectors of interest.



Assistance with Crown land leasing opportunities through the Alberta Tourism Recreation Leasing process.



Supplying links to the Federal Government's Business Immigration Program.



Providing access to tourism related investment services through the Alberta government's international office network (Singapore, New Delhi, Beijing, Shanghai, Tokyo, Hong Kong, Taipei, Seoul, Mexico City, London, Munich, Chicago and Washington D.C.).



# Invest in Alberta's Tourism Industry

For additional information on the opportunities contained  
in this booklet, please contact:

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